

## ROUTING AND TRANSMITTING SLIP

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17 OCT 1985

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2. ADDA

V 17 OCT 1985

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V 17 OCT 1985

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REMARKS

cc: D/OTE > done 10/17/85  
1 fax,

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Phone No.

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85-3539

## NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

*Chartered by Congress*

1120 G Street, N.W., Suite 540, Washington, D.C. 20005-3893  
(202) 347-3190

October 15, 1985

Mr. Harry E. Fitzwater  
Deputy Director for Administration  
Central Intelligence Agency  
Washington, D.C. 20505

Dear Harry:

During our phone call the other day when you astounded me with the cornerstone, I mentioned our Academy seminar offerings. Attached is a copy of the Academy announcement for 1985-1986.

We are attracting people from the various agencies but to make these courses truly beneficial it certainly would help to have one or two CIA people in attendance at each course. As you know, one of the greatest values of these courses is the opportunity attendees have to meet counterparts from other agencies. And then, of course we are trying to at least break even with each of our offerings.

Harry, I cannot express the impact you had on me regarding the cornerstone. I am honored and flattered to receive that kind of recognition from your first-class organization. I will cherish it always. And I do plan to come by to see it after you recover from your big event.

Thanks.

Very sincerely,

  
Ray Kline  
President

RK:tt  
Enclosures

60-1

**National  
Academy  
of  
Public  
Administration**



**1985-1986**

**SEMINARS**

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## The National Academy of Public Administration

### Its Mission: making government work

Americans differ sharply on the role of government in their lives but all agree that it should perform productively and use the taxpayer's dollar well. The National Academy of Public Administration was established in 1967 to be an authoritative, independent advisor on the machinery of government. It offers no ideological prescription; that remains for those elected by the citizenry. Its focus is not on what to do but how to do it effectively.

The unique resource of the National Academy is its membership, composed of more than 350 distinguished practitioners and scholars of public administration - former Cabinet members and governors; White House officials; prominent business executives who have served in government; and professional government managers and scholars specializing in public affairs. Like other national professional academies, the National Academy's members are elected by their peers. They are representative of all levels of American government.

### Its Charter: assisting government at all levels.

President Reagan, on April 10, 1984, signed the bill granting a federal charter to the National Academy of Public Administration. It is the first such charter since President Lincoln signed the charter for the National Academy of Science in 1863. President Reagan's letter to the Academy said: "It is my hope and conviction that future Administrations and Congresses will profit from the research and counsel provided by the National Academy to increase the effectiveness of government."

### Its Officers:

Elmer B. Staats, *Chairman of the Board*  
(President, Harry S. Truman Scholarship Foundation; formerly Comptroller General of the U.S.A.)

Mark F. Keane, *Vice Chairman of the Board*  
(Executive in Residence, George Washington University; formerly Executive Director, International City Management Association.)

Ray Kline, *President*

(formerly Acting Administrator and Deputy Administrator of the General Services Administration and Associate Administrator, National Aeronautics and Space Administration.)

S. Kenneth Howard, *Treasurer*

(Principal with Chambers Associates; formerly Executive Director, Advisory Commission on Intergovernmental Relations.)

Sheldon S. Cohen, *Secretary*

(Attorney, Morgan, Lewis and Bockius; formerly Commissioner, Internal Revenue Service.)

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## Comments of Participants in Academy Seminars:

"A Stimulating and most useful course . . . for any executive committed to responsive government action."

"The seminar provided an opportunity to interact with some outstanding speakers in an informal atmosphere."

"My attendance was most worthwhile, I learned a lot, met a number of interesting new people, and was provoked into thinking about new topics and ideas."

"I particularly liked the blend of theoretical public policy-public administration issues with practical experience."

"The strength of the program was the historical perspectives given by the speakers and the philosophical, conceptual questions concerning public administration. We need to do more of this type training of federal executives."

"Excellent seminar. Very well organized and thought-out to provide a stimulating atmosphere for the exchange of ideas and experiences."

"Despite a background in public administration, I had no idea of the extent to which public corporations exist or the significance of them. I have been enlightened and feel much more knowledgeable about the public sector because of it - thank you!"

## Senior Executive Roundtables

The program consists of eight seminars designed to explore the major management, social and political issues influencing the environment in which members of the Senior Executive Service must function. Roundtable participants are provided with opportunities to meet with high level public officials, distinguished scholars and others experienced in public affairs and management for informal, off-the-record discussions of such subjects as privatization of the public sector, tax reform, and the role of the career executive in the federal service. By limiting the group to a maximum of twenty members, it is possible to provide an opportunity for all to participate fully in the interchange with speakers and with other SES members.

Previous speakers and resource people have included: Frank Carlucci, General Andrew Goodpaster, Haynes Johnson, John Makin, Charles Schultze, and Norman Ture.

### SEMINAR DIRECTORS:

**Ray Kline, Bertrand M. Harding and Alan L. Dean,**  
*Members of the National Academy of Public Administration*

**TUITION:** \$1570

Eight sessions include a residential session at the beginning of the series. Other sessions are normally scheduled from 3:00 to 8:00 p.m. at the Academy conference facilities.

### Fall 1985 Session:

Residential: October 6 - 7 (Sunday Evening and Monday). Academy: October 15, 21, 28 and Nov. 4, 12, 18, 25.

### Spring 1986 Session:

Residential: March 9 - 10 (Sunday Evening and Monday). Academy: March 17, 24, 31 and April 7, 14, 21, 25.

## Revitalizing Federal Management

This two day seminar is based on the November 1983 report of the National Academy of Public Administration entitled "Revitalizing Federal Management: Managers and their Overburdened Systems." The study which led to this report was sponsored by 16 federal departments and agencies. In addition, the Administration's Reform '88 program and the reports of the Grace Commission will be assessed.

This seminar is designed to engage the participants in:

- A diagnosis of the major problems which plague the budget process, the procurement system, the personnel system, information resources management and ADP acquisition.
- A frank assessment of current management initiatives.
- A discussion of strategies for achieving management reform and practical solutions being successfully implemented in agencies.

The participants will be expected to:

- Explore tactics and strategies for sustaining management improvement agendas, and
- Track how federal managers can implement their own management improvement efforts.

### SEMINAR DIRECTORS:

**Charles F. Bingman:** *Executive-in-Residence, George Washington University; former Deputy Administrator, Urban Mass Transit Administration; Deputy Associate Director for Organization, OMB; Executive Director, President's Management Improvement Council.*

**George S. Mahary:** *Consultant to the National Academy of Public Administration and to The Brookings Institution. Former Director of Personnel, Energy Research and Development Administration; Director of Personnel, U.S. Atomic Energy Commission; and Director of Personnel and Training, Department of Transportation.*

**TUITION:** \$400

Two sessions (9:00 to 4:00 p.m.) for managers of both staff and line functions in Grades 13 through 15.

### Fall 1985 Session:

Thursday and Friday, November 6 and 7.

### Spring 1986 Session:

Wednesday and Thursday, April 2 and 3.

## Public Management Seminar

Designed to meet the needs of government managers as they move into midcareer, the seminar explores the public manager's framework of action by examining critical problems and public policy issues within agencies and for the government as a whole. Members will have opportunities to learn from successful practitioners of government service, noted scholars, readings selected from the pertinent literature, and from shared experience. The ideas, perspectives and stimulus from participation prepare managers to be more sensitive to and to act more effectively in the public interest.

### SEMINAR TOPICS:

- The public manager's many roles
- How America perceives public service
- Budget management in the current climate
- Working effectively with the political leadership
- Managing human resources during retrenchment
- Adapting to the changing environment
- Significant legislative initiatives
- Where management stops and leadership begins

### SEMINAR DIRECTOR:

**Donald E. Smith** - *A Ph.D. in political science, Mr. Smith has held a variety of management and staff positions in the Central Intelligence Agency, the U.S. Arms Control and Disarmament Agency, the U.S. Air Force, Civil Aeronautics Administration and the Bureau of the Budget.*

**TUITION:** \$500

The three-day seminar includes two working lunches and one evening program which a spouse or guest may also attend. For grades GS-13 and above.

### Fall 1985 Session:

Wednesday, Thursday, Friday, September 11, 12 and 13.

### Spring 1986 Session:

Wednesday, Thursday, Friday, March 12, 13 and 14.

## Roles and Management of Government Enterprises

This seminar is designed to provide an opportunity for agency and government corporation officials and others concerned with such entities to discuss issues associated with the use, organization, management, supervision, and control of government corporations and related public enterprises and the factors which aid or inhibit their effective performance. It also provides comparative information on the internal practices of government corporations and their relations with Congress and the Executive Branch.

Some agencies have included this seminar as a continuing part of their employee and management development programs.

This seminar has been conducted on 12 occasions over the past six years. In its present form it reflects the suggestions of over 200 graduates representing all of the government's public enterprises.

### SEMINAR DIRECTOR:

**Alan L. Dean** - *Member and former Chairman of the Board of Directors, NAPA. His most recent government post was that of Vice President for Administration of the U.S. Railway Association. He has served as Assistant Secretary for Administration of the Department of Transportation; as Special Advisor to the Under Secretary of the Department of Health, Education, and Welfare; Deputy Assistant Director of the Office of Management and Budget; and Coordinator of the President's Department Reorganization Program.*

**TUITION:** \$750

Three sessions (9:00-5:00 p.m.) for managers at Grades 13 and above.

### Fall 1985 Session:

Tuesday, Wednesday, Thursday, October 22, 23 and 24.

### Spring 1986 Session:

Tuesday, Wednesday, Thursday, April 22, 23 and 24.

Early registration is strongly recommended. Government enrollees should submit Standard Form 182, Request, Authorization, Agreement and Certification of Training, or agency equivalent. Other enrollees should submit an appropriate letter/form for authorization of training.

All registration forms should include the following information:

Name  
Title/Grade  
Agency, Department/Organization  
Office Address  
Office Phone Number  
Billing Office Address  
Name and Date of Seminar

Mail completed forms to:

**National Academy of Public Administration  
1120 G Street, N.W.  
Suite 540  
Washington, D.C. 20005  
Tel: (202) 347-3190**

Cancellations must be submitted in writing no less than 14 days prior to the beginning date of the program. Later notification will result in a penalty of 25% of the cost of the program.

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